











Program day 1 • Program day 2 • Program day 3

8.00	REGISTRATION + BREAKFAST SESSIONS PROJECTPLACE (8.00 – 8.45 PENN ROOM 2) CLICK HERE TO REGISTER FOR THE BREAKFAST SESSION MORE INFORMATION BREAKFAST SESSION / CLOSE
9.00	Keynote: Her Royal Highness Princess Laurentien of the Netherlands (Founder and Director Missing Chapter Foundation) MORE INFORMATION / CLOSE Keynote: René van der Plas (Director Projectorganisation Maasvlakte, Havenbedrijf Rotterdam) MORE INFORMATION / CLOSE

30	BREAK + POSTER SESSIONS MORE INFORMATION POSTER SESSIONS / CLOSE
00	<div> <div> World Class Energy Projects part 2 Opening by Gholamreza (Kam) Safalish, Keynote speakers: Luigi Antonelli (Technimont), Riccardo Fabbri (GE Oil & Gas) MORE INFORMATION / CLOSE </div> <div> Shell's Project Academy Competence Development Program  Terry Pimmer (Project Academy's Assessment & Accreditation Lead, Shell) MORE INFORMATION / CLOSE </div> <div> Wanted: the project leader of the future  Martijn Gribnau (PSoft), The Netherlands MORE INFORMATION / CLOSE </div> <div> Dynamic Strategy Insights – Dialogue with project owners and stakeholders Part 1- plenary session 15 min. Part 2 – interactive with 40 attendees  Rudolf Christopher Takac (2BCognitus), Slovakia MORE INFORMATION / CLOSE </div> <div> How to share lessons learned. Case study of a Telecommunication Project: fiber deployment FTTH in Bogotá (Colombia)  Isabel Ortiz Marcos (Universidad Politécnica de Madrid), Spain MORE INFORMATION / CLOSE This presentation shares the lessons learned during the development of a Telecommunication Project in Colombia. Target of the program is to roll-out a fiber network to the 10 million households in "Gran Bogotá". During five years a team of 2.500 people were involved. After phase one (June 2013) lessons learned were captured during workshops encouraging the dialogue between all participants. </div> <div> Megacities, Megaproblems, Megaprojects  Luiz Rocha (IPMA Brasil), Brasil Vianna Tavares (Netipse), Brasil MORE INFORMATION / CLOSE </div> <div> Project Performance Audit: Enhanced Protocols for Triple Bottom Line Results  Alexia Nalewak (OS Requin Corporation) USA  Anthony Mills (Deakin University) Australia MORE INFORMATION / CLOSE </div> <div> Making sense of the temporary organization in innovation: A case description  Kirsten Feldbrugge (TU Delft / Targetpoint), The Netherlands MORE INFORMATION / CLOSE </div> </div>

How to share lessons learned. Case study of a Telecommunication Project: fiber deployment FTTH in Bogotá (Colombia)

Isabel Ortiz Marcos; Manuel García Domínguez

This presentation share the lessons learned regarding Project Management best practices during the development of a Telecommunication Project: fiber deployment FTTH in Bogotá (Colombia).

The target of the program is to roll-out a fiber network to the Home (FTTH) in all the “Gran Bogotá” (Colombia) in order to develop NPLAY services. It includes the engineering design, construction, development and delivery of a fiber network for 10 million of houses. The investment has been of \$400 million during five years and a direct team of 2.500 people has been involved.

The project has been funded by the public administration and the dialogue between stakeholders has been one of the most important issues considering the big number of them and their importance: the owner of the project (ETB company); different types of manufactures for the different technologies (power equipment's, transmission components, switching, IPTV platforms, civil works); local authorities (the collaboration was needed to manage all types of licenses); project management team; project team; consultants or labor unions between others.

The first phase of the project had the target to cover 10K homes. The development was done during June 2013.

This communication describes the methodology used, the main results and the main conclusions of this first phase of the project so far.

In order to share the knowledge and to improve for the next phase of the project an interesting methodology was used. Seven workshops were conducted during three days about seven key areas: Engineering, design, deployment, supervision, licenses, logistics and internal relations.

Workshops were aimed at promoting dialogue between all participants and taking into account stakeholders particular interests, identifying opportunities for improvement, causes of problems and proposed solutions for each area.

Every improvement actions have been classified according to a taxonomy element indicating how the project works. Those actions have been analysed and structured so that each area has identified a small number of "key ideas". Finally 84 “key ideas” were found and have been classified according to their impact and its viability as a component for prioritization and analysis. Those “key ideas” for each area and the methodology used to prioritize them will be presented in the extended communication.

Additionally, a risk analysis was done at the beginning of the project and it was controlled during the development. Specific methodology used and the most important risks presented will be analysed and considered as well.

From a point of view of the Project Management there were very interesting conclusions to be applied during the second phase of the project (deployment FTTH to a bigger number of houses) during all the project management processes: initiation, planning, execution, control and termination.

Finally, another important issue for the Project Management was the indicators used for the scorecard. Those indicators and their evolution during the project will be as well presented. Those indicators should allow to control the benefits of the deployment daily, weekly and monthly.

It is also important the definition of the type of dashboard for the different level of information at a Governance vision of the program.

As a main conclusion of this real experience, all the information presented will contribute to the project management in two ways. Firstly, understanding the process conducted that helped to acquire and put in common knowledge and lessons learned at the end of the first phase of the project and particularly the necessity of involving stakeholders from the very beginning and during the process. Secondly, emphasizing the importance of transmitting and extending critical knowledge during the project-ending process in order to utilise it as a challenge for any project organisation.

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